



## DEPARTMENT OF THE ARMY

HEADQUARTERS, 11th BATTALION (CGSC-ILE)  
6<sup>th</sup> BDE, 84<sup>th</sup> USARRTC  
500 Wilshire Ave SW  
Concord, North Carolina 28025-3408

AFRC-TNC-CGSC

3 March 2007

### MEMORANDUM FOR Intermediate Level Education Phase I, Phase III, and AOWC Students

SUBJECT: Student Orientation Information

#### 1. WELCOME:

Welcome to the Intermediate Level Education (ILE) Phase I, Phase III and AOWC classes being conducted by the 11<sup>th</sup> Battalion (CGSOC-ILE), 84<sup>th</sup> USARRTC. Some of the most rewarding lessons in life come from hard work; therefore this course will challenge you. The challenge is before you, the question is will you accept the challenge. Ensure that you have completed all requirements prior to the report date.

#### 2. LOCATION:

The classes will be conducted at Fort Dix, New Jersey during the period of 6-19 May 2007. Fort Dix is located near Wrightstown, N.J., 30 miles east of Philadelphia, PA and 20 miles south of Trenton, N.J. If you are planning to fly, you should use Philadelphia International Airport. Ground Transportation to Fort Dix can be obtained with the Rapid Rover courtesy phone or (856) 428-1500, although it is not necessary to make an advance reservation. Proceed to the ground transportation check-in counter and dial 21. Identify yourself and your destination. A van will be dispatched to pick you up and the van driver will accept a copy of your orders in-lieu of payment. Ensure these orders have your SSN blacked out, leaving only the last four. All drivers are encouraged to complete the POV Risk Assessment Tool (ASMIS-2) prior to attending AT at Ft. Dix. It can be found at the following link: <https://crc.army.mil/home>. The certificate of completion should be turned in to your unit before departing for Ft. Dix.

All POVs driven to Fort Dix must be appropriately licensed and registered. Drivers must show proof of registration and insurance if requested. Adequate parking is available for POVs at the BOQ's and classroom buildings. New Jersey law states, "Hands free cell phone devices are required while operating a vehicle (hand-held cell phones can only be used in emergencies)".

#### 3. ENROLLMENT PREREQUISITES:

- a. **ATRRS:** Register for all phases of ILE: Phase I, Phase III, and AOWC in Army Training Resources and Requirements System (ATRRS). Your unit is responsible for making this ATRRS

registration. Students arriving at Fort Dix without an ATRRS reservation will be returned to home station. Per the School of Advanced distributed Learning (SAdL) policy, no “walk-on” students will be enrolled.

Use the following ATRRS course information:

School Code: C701  
Course Number: 701-1-250-ILE  
Class Number: Phase 1 - CLS 700  
Phase 3 - CLS 702  
AOWC - CLS 001  
Dates: 6 May through 19 May 2007  
Location: Fort Dix, New Jersey

**b. SAdL Verification of Eligibility:**

(1) **Phase I** students must fully complete and send the attached Form 59R enrollment form to the POC listed below. Only use the attached form 59R (see enclosure 4) marked REGION C. (Only if you have not already submitted one via SAdL.)

**USACGSC SOCS**

**Attn: Rose Klotz**

**Academic Counselor**

**NonResident Studies**

**Command and General Staff College**

**Commercial (913) 758-3403**

**Fax (913) 758-3402**

**DSN prefix 585-**

**[rose.klotz@us.army.mil](mailto:rose.klotz@us.army.mil)**

SAdL will verify your eligibility to attend ILE Phase I in **ADVANCE OF TRAVEL** to Fort Dix. Students will be returned to home station if SAdL has not verified your eligibility prior to in-processing.

(2) **Phase III** students must have successfully completed all requirements for phase I and II of ILE prior to attending Phase III.

(3) **AWOC** students must have successfully completed ILE Phases I-III prior to attending AOWC.

**4. REPORTING IN:**

Your report time on Sunday, 6 May 2007 is NLT 1600 HRS. Meals will not be available prior to the lunch meal on Sunday. You will report to building 5406, first floor, located close to the intersection of 1<sup>st</sup> St. West and Pennsylvania Ave. Reporting uniform is: **APFT uniform only**, for the initial inprocessing. Inprocessing WILL include a HT/WT procedure. Student orientation will be held in the auditorium building 5507, on Sunday, 6 May 2007 from 1830-1930 HRS (ILE, Ph I) and 1945-2115 HRS (ILE, Ph III). Students are required to be in BDU/ACU uniform. There is no requirement for Class A or B uniform. Orientation for AOWC will be Monday morning 0800-0900 in the classroom.

a. The following items are required for in-processing (6 May 2007):

1. Six copies of your orders, with amendments, indicating that government meals and quarters are provided. (You must have specified orders for Ft. Dix and the correct dates.)

2. A copy of the Form 59R you submitted to SAdL. If you are ineligible, you will be returned to home station.

3. "Students will provide TASS Bn staff a current copy (within 6 months for Active Component and Army Reserve officers and within one year for National Guard officers) of their APFT scorecard (DA Form 705) upon enrollment in ILE-CC Phases I, II, III & AOWC. Students not meeting Army APFT requirements will be allowed to enroll and complete the training phase. TASS Bn staff will perform height/weight checks (and tape test if required) on all students beginning a Phase I, III, or AOWC class. TASS Bn staff will provide SAdL staff with a copy of the student's APFT card and/or height and weight information. SAdL staff will not release the student's DA Form 1059 and diploma until the student's 05 level commander verifies the Army standard is met for students failing the APFT and/or height and weight standards. Upon receipt of this information, SAdL will issue the DA Form 1059 and diploma to the student. The DA Form 1059 will be marked "Marginally Achieved Course Standards" and will note the reason why (APFT failure or height/weight failure) in accordance with DA G3 memorandum. TASS Bn staffs have no responsibility to administer an APFT to students. Failure to meet Army APFT and/or Army height/weight standards during any phase of ILE, results in the DA Form 1059 being annotated with "Marginally Achieved Course Standards". (Ref: MFR-NRS Instruction 06-038 dated: 19 September 2006

4. \$20 (in cash), for ILE class social to be held at Club Dix on Friday, 11 May 2007.

## **5. ATTENDANCE POLICY:**

Students are required to attend all classes. Sick call is the only excused absence.

## **6. MAIL AND TELEPHONE:**

The 11<sup>th</sup> Battalion (CGSOC-ILE) Operation Center phone number at Ft. Dix is 609-562-3183 and the FAX number is 609-562-5051. An emergency number to be called if unit number is not working is 609-562-2001/2003. This number will get the Reserve Component at Ft. Dix. The American Red Cross at Ft. Dix is 609-562-2258. Should you be delayed in route to class, call the 11<sup>th</sup> Battalion Operations Center. Mail to you should be addressed as follows:

GRADE, NAME (LIST ILE Phase I, III, or AOWC)  
11<sup>th</sup> BN 84<sup>th</sup> USARRTC (CGSOC-ILE)  
USARC University  
Ft. Dix, NJ 08640

## 7. QUARTERS:

Students will be assigned a room at in-processing, *if they have orders that specify their duty is at Ft. Dix*. Students will either be in a room that has one or more beds, but students are responsible for the cleanliness of their room. Each bed has a pillow, pillow case, 2 sheets, 1 wool blanket, and a mattress cover. No towels, toiletries, or personal items will be provided other than toilet paper. Each floor's Janitor Closet has cleaning supplies as well as a vacuum cleaner that can be used. Students will not be out-processed until rooms are cleaned and inspected.

## 8. OUT-PROCESSING:

Any recoverable courseware material will be turned in after class on Thursday, 17 May 2007. Sign-out is scheduled on Saturday, 19 May 2007 from 0600 – 0900 HRS. Buses will depart at 0800 HRS to take personnel to the airport. For individuals flying, **do not** make reservations any earlier than 1200 HRS Saturday, 19 May 2007. **Early departures are not authorized.**

## 9. POINT OF CONTACTS:

Phase I: LTC D. Connelly at: [donald.connelly@us.army.mil](mailto:donald.connelly@us.army.mil)

Phase III: LTC J. Peele at: [judith.g.peele@us.army.mil](mailto:judith.g.peele@us.army.mil)

AOWC: LTC G. Poe at: [gary.poe@us.army.mil](mailto:gary.poe@us.army.mil)



ERNEST L. DUNCAN  
LTC(P), TC, USAR  
COMMANDING

## ENCLOSURES:

- Encl 1: Phase I Students
- Encl 2: Phase III Students
- Encl 3: AOWC Students
- Encl 4: 59R
- Encl 5: Map

## PHASE I STUDENTS

1. The ILE course you are getting ready to start will challenge you. The course has been updated to involve current issues in today's world. Get ready for good instructive conversations. Most students find the reading requirements very time consuming. Ensure you have completed the advance assignments prior to your arrival at Ft. Dix.

2. **Laptop computers:** It is strongly recommended that you bring a laptop computer for individual and group homework assignments. **No materials will be issued—all material is available electronically.** Thumb drives / memory sticks are essential. A lot of work is done in small groups and then consolidated for group briefings. Products produced in groups during Phase I will be used in Phase II & III and everybody should take an electronic copy of group projects home with them. Online access to Blackboard at Ft. Dix is very limited. It is highly encouraged that you download the Phase I assignments and materials onto your laptop prior to arrival at Ft. Dix.

3. **Students must purchase the following books for the ILE course.**

- “Bush at War” by Bob Woodward available wherever you purchase your literature and also from the Ft. Leavenworth bookstore at 1-877-429-6577 or 913-651-6552 or on their website. This book **MUST** be read prior to your arrival at Phase I. You will not have time to read it once you arrive at Ft. Dix.
- We Were Soldiers Once & Young by LTG (ret.) Harold Moore. This book must be read for Phase II.
- Military Innovation in the Interwar Period, Cambridge University Press. Available at the Leavenworth bookstore and needed for Phase II.
- Recommended, but not required reading is: “Counterinsurgency Warfare: Theory and Practice” by David Galula. It can be purchased at the Leavenworth Book Store, [www.amazon.com](http://www.amazon.com), Borders Book Store, or Barnes & Noble Book Store, etc.

5. **Changes/Updates:** Our contemporary operating environment (COE) is constantly changing. ILE instruction is no different. Frequently visit Blackboard at <https://courses.leavenworth.army.mil> for updates to your Phase I training.

6. **Homework:** “Day 1 & 2” homework assignments (see attachments) must be completed prior to your arrival. Phase 1 students will find their assigned readings and course materials available on the Leavenworth “Blackboard” website.

Follow the instructions to create an account. You will not be granted access until you have a valid ATRRS reservation and have submitted a form 59R enrollment form. Please contact SAAdL for assistance if you are unable to access the “Blackboard” or have technical problems. (Ms. Rose Klotz, see page 2)

## PHASE 1 DAY ONE HOMEWORK

### **HOMEWORK REQUIREMENTS FOR C111 (Phase 1 – Day 1)**

**Read:**

Reading C111RA, Extract from *Mapping the Global Future* [9 pages].

Reading C111RB, Extract from FM 7-100, *Opposing Force Doctrinal Framework and Strategy* [13 pages].

Reading C111RC, “The Changing Face of War: Into the Fourth Generation” [7 pages].

Reading C111RD, “The Coming Anarchy” [22 pages].

Reading C111RE, “The Coming Normalcy” [16 pages].

Reading C111RF, “The Clash of Civilizations?” [16 pages].

Reading C111RG, “National Strategies and Capabilities for a Changing World: Globalization and National Security” [15 pages].

Reading C111RH, “The Wealth of Yet More Nations” [5 pages].

Reading C111RI, “The Pentagon’s New Map” [15 pages].

**Come to class prepared to discuss the following questions:**

- i. What international conflicts dominate the world today?
- ii. What common denominators surround these issues or conflicts?
- iii. How would you characterize the environment in which US forces may be required to operate in the next 5 years?
- iv. How will the operational environment change the nature of the conflicts in which you may be involved?
- v. How will our Armed Forces for the future be changed based on the COE?
- vi. What are the similarities and differences among the foundational International Security Environment (ISE) theorists Kaplan, Huntington, Friedman, and Barnett?
- vii. What would each foundational theorist define as the greatest threat, challenge, and opportunity in the ISE?
- viii. What situations in the world may lead to US military involvement, or possibly warfighting, in the next 5 years?
- ix. When should the Government employ the US military?
- x. What are some of the issues that add to the complexity of military operations across the full spectrum of operations?

### **HOMEWORK REQUIREMENTS FOR C121 (Phase 1 – Day 1)**

**Read:**

FM 3-0, Operations, paragraphs 1-25 through 1-29 and 4-109 through 4-114 [4 pages].

FM 22-100, Army Leadership, paragraphs 4-18 through 4-42 [5 pages]. ( FM 6-22 has replaced FM 22-100)

“The Miniature Guide to Critical Thinking Concepts & Tools’ [19] pages.

**HOMEWORK REQUIREMENTS FOR C122 (Phase 1 – Day 1)****Read:**

Reading C122RA, “Chapter Three. A Bunch of Marks” [5 pages].

Reading C122RB, Excerpt from ST 22-2, “*Writing and Speaking Skills for Leaders at the Organizational Level*” [15 pages].

Reading C122RC, “Choosing Your Words Carefully” [4 pages].

Reading C122RD, “The Truth about Torture” [7 pages].

Reading C122RE, “Torture’s Long Shadow” [3 pages].

**Scan:**

Reading C122RF, CGSC Forms 1009 [8 pages].

Reading C122RG, Fallacy Homework Sign-Up Sheet [1 page].

Reading C122RH, “Takedown: Targets, Tools, and Technocracy” [14 pages].

**Optional:**

Reading C122RI, “Strategic Asymmetry” [14 pages].

**HOMEWORK REQUIREMENTS FOR C131 (Phase 1 – Day 1)****Read**

FM 6-22, Army Leadership, Chapter 2, paragraph 2-13 through 2-23 [5 pages].

Reading C131RA, “21st Century Leadership Competencies” [5 pages].

Reading C131RB, Extract from DA PAM 350-58 (draft), Leader Development for the Army, paragraph 1-10 through 1-12 [4 pages].

Reading C131RC, Extract from *The Army as a Learning Organization*, COL Stephen J. Gerras, USAWC Strategy Research Project, 3 March 2002 [9 pages].

**HOMEWORK REQUIREMENTS FOR C132 (Phase 1 – Day 2)****Read**

Reading C132RA, FM 6-22, Army Leadership, Chapter 8, paragraphs 8-1 through 8-90 [18 pages].

Reading C132RB, Extract from *Promoting Realistic Self-Assessment as the Basis for Effective Leader Self-Development*, ARI Research Note 2004-5 [11 pages]

Reading C132RC, *The Seven Ages of the Leader*, Warren Bennis, Harvard Business Review, Jan 2004 Vol.82, Issue 1 p 46-53. [8 pages].

Reading C132RD, *Mentoring, Coaching, and Counseling: Toward A Common Understanding*, Thomas and Thomas.[6 pages].

**HOMEWORK REQUIREMENTS FOR C133 (Phase 1 – Day 2) Read C133 RA**

## PHASE III STUDENTS

1. This is your last Phase of the ILE core course. These two weeks you should use all the things you learned in Phases I and II and put them to use in Phase III.
2. **Course Material:** Students must bring any Phase III materials previously issued from other regions or during previous classes, along with any documents created during Phase I and II.
3. **Laptop computers:** It is strongly recommended that you bring a laptop computer for individual and group homework assignments. Having a jump stick would also be of help. Many reference materials are CD based.
4. **Homework:** Students can immediately access their Day 1 homework via their student course CD issued during phase I. Completing the *exam study guide* prior to arrival is highly recommended, since the exam is closed-book/closed-note. **The study guide should be distributed by your instructor prior to your completion of Phase II**, or look for it on Blackboard. It is related to the C400 block.



## AOWC STUDENTS

**1. Prior to arriving** at Fort Dix AOWC students need to read the book “Not a Good Day to Die”, by Sean Taylor. There will be a graded exercise based on this book. Don’t wait until AT to begin reading , it is about 300 pages. The book is available through the Fort Leavenworth Bookstore and other commercial bookstores.

**2. Course material:** All student material is issued during in-processing.

**3. Laptop computers:** It is strongly recommended that you bring a laptop computer for individual and group homework assignments. Many reference materials are CD based. AOWC incorporates a lot of briefings you will need to watch. Fort Dix provides 2 computers per classroom, one for student use and one for instructor use. While it isn’t required, access to a laptop computer with at least 1 GB of Ram is highly encouraged.

**4. TACOPS:** The entire second week of AOWC is devoted to pre-configured simulations using the Military version of TACOPS. Students receive approximately 4 hours of training on how to use TACOPS, however, students who have mastered the game generally struggle less than those experiencing it for the first time. If you have an opportunity to use it before arrival, it would enhance your second week.

See: [http://www.battlefront.com/products/tacops\\_bundle/index.html](http://www.battlefront.com/products/tacops_bundle/index.html)

**5. Homework:** Students will be issued CDs with homework readings during in-processing. You can get a head start by reading about the Tet Offensive and the battle to recapture the town of Hue in Vietnam. Check your local library for the book by David L. Anderson, *The Columbia Guide to the Vietnam War* (2002). Caution, the book is similar to an encyclopedia so you only need to be familiar with the Battle of Hue.

The lesson discusses the American and South Vietnamese fight to recapture the city of Hue during the Tet Offensive of 1968. The fight to recapture Hue lasted approximately 5 weeks. The battle was extremely fierce and was the first large-scale urban fight that the Americans had been involved with in South Vietnam. This battle tested the American commanders’ ability to achieve and maintain situational awareness, exercise effective command and control over widely separated units, integrate units from different commands, and fight in an urban environment under restrictive rules of engagement that denied them mobility and the use of overwhelming firepower.

# ENROLLMENT FORM/NON-RESIDENT STUDIES

Ft Leavenworth, KS 66027-2314

REGION C

## DATA REQUIRED BY THE PRIVACY ACT OF 1974

DESCRIBING DIRECTIVE: AR 350-1, AR 135-155, DA PAM 351-20, DA PAM 251-4, TR 351-18, CGSC CIRCULAR 350-3 (CGSC's NonResident Catalog is located on the Internet <https://cgsc2.leavenworth.army.mil/nrs> use your ako account and a explorer browser 6.0 . AUTHORITY: TITLE 10, USC 3012, Title 5 USC Section 301. PRINCIPAL PURPOSE: enroll students in the U.S. Army Command and General Staff College's nonresident courses (Primarily the nonresident Command and General Staff Officers Course (CGSOC). ROUTINE establish and maintain academic and material distribution records and perform all other administrative functions inherent in student administration. Information provided on this form may be disclosed to those organization and individuals conducting the business of the Department of Army and other federal and state agencies. DISCLOSURE AND EFFECT: VOLUNTARY Failure to provide information requested will preclude enrollment in the course.

. By completing this form you are applying for the correspondence option of the Command and General Staff Officers Course (CGSOC) , unless a classroom instructor is requesting you to complete this form for information.

. If you are interested in the classroom option, refer to Appendix C of the nonresident catalog ( WEB address above) for points of contacts for your area. The Directorate of NonResident Studies will receive the application through the USAR School.

WARNING: Before submitting this application read Chapter Three and Appendix B of the NonResident Catalog on the Internet to familiarize yourself with the CGSOC course structure (4 phases of 400 academic hours with the necessity to have access to material on the WEB), the options(correspondence or classroom), Academic standards and administrative procedures.

## ALL INFORMATION TO BE COMPLETED BY APPLICANT

Type or Print Neatly all of the blocks requested in the application.)

SSN		2. RANK CPT (P) indicate promotion sequence # or provide copy of selection letter.	3. Date of Rank as CPT (Date is necessary to determine whether officer must have CAS3.)
NAME (Last, First, MI)		5. BRANCH (MS list Series #)	
		6. CAREER FIELD (AC ONLY)	
Date Commissioned (MMDDYY)	8. Number of years and months of commissioned service. (This course is for officers with 9-18 years.)	9. COMPONENT (Circle One) a. REGULAR ARMY (active component) (If you are active duty RC, do not circle this one. Circle "b" AGR)	
OAC Date Graduated (MMYY)	11. CAS3 Phase II Completion Date (MMYY)	b. ARMY RESERVE: AGR TPU IMA IRR	
Retirement Anniversary Date (MMDD) ONLY RC OFFICERS PROVIDE)		c. NATL GUARD: Code 10 or 32	
		d. DA CIVILIAN	
Current Mailing Address		Street	Apt/Box
City		State	Zip Code (9 digits)
Daytime Telephone (Provide commercial number, Overseas -include country code)			
Home:		Work:	
AKO E-Mail Address (E-mail addresses will be used to provide you various notices and your grade reports.) <b>YOU WILL NOT BE ENROLLED WITHOUT YOUR AKO ADDRESS.</b> To register for a AKO address please go to <a href="http://www.us.army.mil">http://www.us.army.mil</a> .			

. FOR ENROLLMENT AND GRADUATION, APPLICANT MUST PROVIDE A CURRENT (within 6 months for RA officers and 12 months for RC officers of enrollment/graduation date) COPY OF APFT CARD. PROVIDE A COPY WITH THIS APPLICATION. If the ht/wt on the card indicates that the applicant does not meet the ht/wt standard, the applicant must submit a DA Form 5500-R (male) or 5501-R (female) verifying body fat standards are IAW AR 600-9. If APFT card is indicating "Profile," provide a copy of the profile.

". BY SIGNING THIS FORM I CERTIFY THE ABOVE ITEMS ARE TRUE; CAN BE VERIFIED BY MY OFFICIAL PERSONNEL FILE, AND ACCEPT THE ACADEMIC, COMPUTER AND ADMINISTRATIVE STANDARDS CONTAINED WITHIN CGSC'S NONRESIDENT CATALOG.

SIGNATURE:

DATE:

REMARKS: REGION F STUDENTS - Use this area to provide any additional information which you think will be useful to the Directorate of NonResident Studies in processing your enrollment.

GSC Form 59-R

Replaces all previous editions

April 2000

# **ENCL 5 to Student Orientation Information: Fort Dix Map**

